


Appendix 1 – Abbreviations and Acronyms

2496	Salmon Recovery Act
2514	Watershed Planning Act
401	Section 401 of the Clean Water Act
BA	Biological Assessment
CO	Carbon Monoxide
COE	United States Army Corps of Engineers
CRA	Cost Risk Assessment
DNS	Determination of Non-Significance
EA	Environmental Assessment
EIS	Environmental Impact Study
EPM	WSDOTs Environmental Procedures Manual
ESA	Endangered Species Act
ESB	Engrossed Senate Bill
FHWA	Federal Highway Administration
GIS	Geographical Information System
GMA	Growth Management Act
GPS	Global Positioning System
HQ	Headquarters
HOV	High Occupancy Vehicle
I -	Interstate
IDT	Interdisciplinary Team
IECR	Institute for Environmental Conflict Resolution
IPS	Integrated Permit System
IPT	Interagency Project Team
IT	Information Technology
JARPA	Joint Aquatic Resource Permit Application
LOS	Level-of-Service
MAP Team	Multi-agency Permit Team
MDNS	Mitigated Determination of Non-Significance

MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
NOAA	National Oceanic and Atmospheric Association
NEPA	National Environmental Policy Act
PCHB	Pollution Control Hearings Board
PDIS	Project Delivery Information System
PE	Project Engineer(ing)
PMT	Project Management Team
PS&E	Plan Specifications and Estimates
PSRC	Puget Sound Regional Council
RCW	Revised Code of Washington
RTPO	Regional Transportation Planning Organization
SAC	Signatory Agency Committee
SEPA	State Environmental Policy Act
SOV	Single Occupancy Vehicle
SR	State Route
SSSB	Second Substitute Senate Bill
TDM	Transportation Demand Management
TPEAC	Transportation Permit Efficiency and Accountability Committee
UPAP	Unified Project Administrative Procedure
UPDSD	Unified Project Decision Support Document
US	United States
WRIA	Water Resource Inventory Area
WSDOT	Washington State Department of Transportation
	Symbol referring to a hyperlink

Appendix 2 – Glossary

Gray Notebook – WSDOT's publication entitled "Measures, Markers, and Mileposts" - The goal of *Measures, Markers and Mileposts* is to keep WSDOT accountable to the Transportation Commission and the public. Also referred to as the [Gray Notebook \(pdf, 2.9mb\)](#) because of its gray cover, *Measures, Markers and Mileposts* is the department's quarterly performance measures report. It is completed in-house by people within the respective programs.

Integrated Permitting System – Defined in Section 4.02 of the IPT Guidance Document.

Off-line meetings – Off-line meetings will generally be used for topics or issues that do not concern the entire IPT. Team members can meet in person or conference call. Notes on the meeting should be circulated to all team members. See Appendix 12 (C) - Offline Meeting Results Sample/Template

Joint Aquatics Resource Permit Application (JARPA) - JARPA can be used to apply for Hydraulic Project Approvals, Shoreline Management Permits, Water Quality Certifications, and U.S. Army Corps of Engineers Section 404 and Section 10 permits.

Multi-Agency Permit Team (MAP Team) – A co-located team of permit specialists, engineers, and biologists from Ecology, WDFW, Army Corps of Engineers, and WSDOT assigned to optimize timeline, cost, and environmental gains on a select set of large and moderately complex priority transportation projects in WSDOT's Northwest Region.

Transportation Permit Efficiency and Accountability Committee (TPEAC) – In March 2003, the Washington State Legislature reauthorized - the Environmental Permit Streamlining Act (RCW 47.06) to coordinate and streamline the environmental permitting process for transportation projects. The bill extended the expiration date of the interagency Transportation Permit Efficiency and Accountability Committee (TPEAC) through March 2006, to continue a sustained focus to achieve both the transportation and environment goals of the state. TPEAC products will be applied to Pilot Projects (see at end of column) and funded [Projects of Statewide Significance](#).

Appendix 3 – Links:

Environmental Procedures Manual –

- 📄 Engineering Publications – Design Manual
<http://www.wsdot.wa.gov/fasc/EngineeringPublications/Manuals/DesignManual.pdf>
- 📄 Environmental Procedures Manual -
<http://www.wsdot.wa.gov/fasc/EngineeringPublications/Manuals/EPM/September2003.pdf>
- 📄 Environmental Procedures Revisions Page -
<http://www.wsdot.wa.gov/fasc/EngineeringPublications/Manuals/EPM/EPM.htm>

Federal Highway Administration

- 📄 <http://www.fhwa.dot.gov/>
 - 📄 <http://environment.fhwa.dot.gov/streaming/adrguide/index.htm> - Collaborative Problem Solving: Better and Streamlined Outcomes For All
- a. List of Environmental Statutes and Regulations (in EPM) – Need to receive this as a Word or Excel Document from Alix Berg! – to incorporate- can not cut out of .pdf on internet.
 - b. Environmental Permits and Approvals (in EPM) – Need to receive this as a Word or Excel Document from Alix Berg! to incorporate- can not cut out of .pdf on internet.

Revised Code of Washington (RCW)

- 📄 [RCW 47.06C](#) – Permit Efficiency and Accountability
 - 📄 [RCW 47.06C.040](#) – Committee Responsibilities
 - 📄 [RCW 47.06C.060](#) – Local Government Participation

TPEAC

- 📄 http://www.wsdot.wa.gov/environment/streamlineact/subcommittee_docs/Data_Required.pdf – Final Permit Streamlining White Papers Project

U.S. Institute for Environmental Conflict Resolution

- 📄 <http://www.ecr.gov/roster/troster.htm> - Transportation Roster

Washington Department of Transportation

Internal Intranet Links

- 🔗 <http://wwwi.wsdot.wa.gov/ppsc/planning/> - *Transportation Planning Reference Manual*
- 🔗 [Figure 3-1 Current Planning to Project Development Flowchart](#)
- 🔗 [Figure 3-2a Planning Study Matrix Statewide](#)
- 🔗 [Project Delivery Information System](#)

Public Links

- 🔗 http://www.wsdot.wa.gov/biz/csd/BPBC_Final/building_projects.pdf - *Building Projects that Build Communities*
- 🔗 <http://test.wsdot.wa.gov/eesc/Design/DMreview/BHasselbach/> - *Context Sensitive Design*
- 🔗 <http://www.wsdot.wa.gov/accountability/GrayNotebook.pdf> - *Measures, Markers, and Mileposts (The Gray Notebook)*
- 🔗 http://www.wsdot.wa.gov/environment/streamlineact/docs/6188_sl.pdf - *Original Bill text (ESB 6188, May 2001) (pdf, 46 KB)*
- 🔗 <http://www.wsdot.wa.gov/environment/streamlineact/docs/approvedPSSlist.pdf> - *Projects of Statewide Significance*
- 🔗 http://www.wsdot.wa.gov/environment/streamlineact/docs/5279_pl.pdf - *Reauthorization Bill text (ESB 5279, March 2003) (pdf, 45 KB)*
- 🔗 http://www.wsdot.wa.gov/tribal/consultation_policy.pdf - *Tribal Consultation*
- 🔗 http://www.wsdot.wa.gov/tribal/centennial_accord.htm - *Tribal Liaison - Centennial Accord Plan*
- 🔗 http://www.wsdot.wa.gov/environment/streamlineact/docs/5279_summary.pdf - *5279 Bill Summary (pdf, 60 KB)*

Appendix 4 –Summary of IPT Questionnaire Report

(placeholder)

Appendix 5 – IPT Charter Sample

Team Charter for **project name** Interagency Project Team

Sample Introduction

In May 2001 the Washington State legislature passed ESB 6188 creating the Transportation Permit Efficiency and Accountability Committee (TPEAC). TPEAC selected three pilot projects to develop permit streamlining efficiencies. The *project name* was selected as the urban-rural Pilot Project. The project IPT is tasked with developing a process to streamline the NEPA and SEPA review, and the permit development of the project.

On May 21, 2002, the *project name* IPT established a Subcommittee to write a team charter. This Charter was developed by the Subcommittee and was presented at the *date* meeting of the *project name* IPT.

It is understood that this charter is a living document and may be revised as needed to adapt to changes in the project scope or team membership.

Participating Agencies/Team Members:

Agency	Participant	Area of Expertise
City of XX		
XX County		
Tribal Name		
Washington State		
Department of Fish & Wildlife		
Washington State		
Department of Ecology		
Washington State		
Department of Natural Resources		
United States Army Corps of Engineers		
NOAA Fisheries Service		
United States Fish and Wildlife Service		
Federal Highways Administration		
Washington State		
Department of Transportation		

IPT Purpose:

Achieve all project permits by November 2002 using the flexibilities and innovations envisioned within ESB 6188 and the 7- Step Pilot Permitting Process developed by the One-Stop Permitting Subcommittee.

- The team will disband after completion of the task (November 2002).
- The process owners are the TPEAC Committee and the WSDOT Project Manager.
- Team members will participate fully, have authority to represent their agencies, and provide progress reports to the One-Stop Permitting Subcommittee and the full TPEAC.

Vision

Develop a consolidated permit and a streamlined process for the project name by date that is mutually consistent with agency mandates, and can be used for future projects.

The Mission

The team will work together to build trust, using frequent and effective communication to identify issues and analyze problems resulting in a consolidated permit approval for the project name by date. We will:

- Work together to build trust, using frequent and effective communication,
- Develop an understanding of how the varying interests and requirements of the involved regulatory agencies and other parties can cooperate in a concurrent review process
Identify critical paths, set time lines, and establish roles and responsibilities for team members, developing focused action groups as necessary to expedite the work
- Compile applications and conduct concurrent or group reviews as appropriate, contributing to the development of a joint public review
- Identify critical paths, set time lines, and establish roles and responsibilities for team members, developing focused action groups as necessary to expedite the work
- Determine the appropriate level of detail required to support streamlining so that a good project description, adequate design detail and critical construction methods are provided for permit application and review
- Incorporate mitigation sequencing, provide guidelines and develop standards where possible
- Evaluate mitigation options using:
 - Mitigation concepts and opportunities from guidelines and pilot projects developed by the Watershed-based mitigation Subcommittee,
 - Project specific mitigation,
 - Recommendations from the Mitigation Sub-Committee, and
 - Mitigation based on current agency standards.
- Document and evaluate the pilot process in a concise and easily understood manner.
- Create sub-committees from participating agencies and parties of interest with the appropriate levels of expertise or interests to develop recommendations for the full IPT to consider for inclusion in the permit streamlining process.
- Team members will participate fully and have authority to represent their agencies.

- Evaluate the appropriateness of an expanded JARPA for streamlined applications to meet regulatory agency requirements.

Operating Guidelines

The Team adopted the following guidelines to promote effective day-to-day operations.

- Team members will participate fully and have authority to represent their agencies.
- We will start and end all meetings on time.
- We will respect differences and listen to each other's idea. This means that we will all be contributors.
- We will acknowledge problems and deal with them in an open and timely fashion.
- We will strive to complete homework assignments on time and come to meetings prepared to address items on the agenda. Assignments and due dates will be made at the end of each meeting. Reasonable due dates will be set by the group.
- Team members will work within their agency to communicate issues and get the right people to make decisions.
- Each agency gets one vote). Decisions are made using the 3-finger method. We will strive for consensus.
 - Subcommittees can be formed to address issues after 3 votes to resolve issues by the next meeting date.
 - The team will use the issue resolution process adopted by the team if issues cannot be resolved within the team.
- The decision process on MAJOR issues is as follows:
 - Discussion
 - Straw vote - everyone in the room gets a vote
 - Final vote at the next meeting – one vote per participating agency
 - The team has the option to develop a mutually acceptable voting process for “special needs” items.
- We will keep our roles in perspective and work together toward solutions.
- Sidebar conversations will be allowed under “time out”.
- Strive to be brief and give others a chance to talk.
- Subcommittees will be formed to work on specialty issues.
- The team will resolve issues that we have the power to solve and re-direct those issues we cannot solve.
- Note taker will review “Action Items” at the end of each meeting and, within 2 days of the meeting, send out an e-mail reminder to all team members.
- WSDOT will communicate with nonparticipating
- When an agency/stakeholder with essential information or decisions to make regarding the proposal is not an IPT participant, WSDOT will maintain communication between the agency and the IPT. In addition to distributing all meeting agenda, minutes, handouts, etc to the nonparticipating agency, WSDOT will provide summaries of off line meeting/communication with the nonparticipating agency to the IPT at IPT meetings. (Ideally, this commitment should include written summaries for the IPT that the nonparticipating agency has agreed represents the communication)
- These guidelines will be modified as needed by the team.

Communication Plan

- Team members will serve as the point of contact for their agency for issues relating to this process and this project.
- Meeting agendas and handouts will be e-mailed out 2-weeks in advance of the meeting date. E-mail will be sent unless there is no common platform, then hard copy will be sent.
 - Action items will be handled as specified under Meeting Guidelines.
- Minutes of meetings will be sent out within one week of the meeting. Minutes will consist of the highlights of the meeting, recap of discussions, motions presented, voting on motions, action items, and commitments made.
- All handouts will be 3-hole punched or will be punched at the meeting.
- A web site will be established for team communication (This item tentatively adopted pending feedback from Shari on lessons learned by similar projects.)
- Agencies not represented will be briefed by another committee member prior to the next meeting. A team member will be designated to do the briefing at each meeting. Copies of handouts will be included in the briefing.
- Offline meeting results will be shared with the team. If meeting organizers need time on the next agenda, the request will be made 3 weeks in advance of the next meeting to accommodate the 2-week mailing requirement.
- Maps to meeting locations will be sent out via map quest.
- Meeting dates will be set at the meeting and scheduled at least two meetings in advance.
- The public involvement officer will incorporate streamlining progress in project updates.

Change Management Plan

- New members will be brought up to speed by their predecessor or a designated team mentor. Departing members will recommend an appropriate team mentor.
- Additional meetings may be scheduled with attendee input and a minimum of two weeks notice. Meetings may be arranged with less notice if approved by the affected team members.
- Changes to the pilot process proposed by the TPEAC One-Stop Permitting Sub-committee will be evaluated by the team for ease of application and impacts to the schedule. The team will adopt the proposed changes by vote. Justification for refusal to adopt changes will be drafted by the team and presented to the sub-committee at the earliest possible date.

Schedule

The Schedule for the **project name** Interagency Project Team will be endorsed later, under separate action.

Endorsement

The **project name** Interagency Project Team endorsed the Team Charter on **date**

Sample Endorsement

Name	Organization Phone E-mail	Signature
Process Owner Individuals name		
Team Leader Individual's name		
Team Members Individual's name		

Appendix 6 – Review and Document Available Existing Information Templates

(planning and environmental analysis) – Template

Title, Author, Date of the plan or analysis [Click here and type title, author, date of plan or analysis]
Purpose of the plan or analysis [Click here and type purpose of the plan]
Relevant key decisions to the project or areas of concern [Click here and type relevant key decisions/areas of concern]
Elements of the environment considered for decision making [Click here and type elements of the environment considered]
The tools, methods and data sources used for analysis and decision-making. This should also include an assessment of their quality and limitations. [Click here and type tool, methods, data sources used/quality and limitations]
A summary of the public process associated with the decisions. This summary would include how the public was engaged in the process and how the public comments were factored into the decision-making. [Click here and type summary of public process]
The range of alternatives evaluated and any alternative(s) eliminated and why (this could also include a discussion of the impacts (environmental, social, economic) avoided or minimized as a result of the alternative eliminated). [Click here and type alternatives analysis]
The outcome and decision of the plan or analysis. [Click here and type outcomes/decision of plan/analysis]
Any remaining issues/decisions (environmental, social, economic, design) that were not addressed, not fully addressed or are unresolved areas of concern. [Click here and type outstanding issues]
Where copies of the plans or analysis can be obtained. [Click here and type where find more information]

Review and Document Available Information (studies) - Template

Title, Author, Date of the study [Click here and type title, author, date of study]
Purpose of the study [Click here and type purpose of the study]
Elements of the environment considered [Click here and type elements of the environment considered]
The tools, methods, models and data sources used for analysis. This should also include an assessment of their quality and limitations. [Click here and type tool, methods, data sources used/quality and limitations]
The outcomes and conclusions of the study. [Click here and type outcomes/conclusions of the study]
Any remaining issues/decisions (environmental, social, economic, design) that were not addressed, not fully addressed or are unresolved areas of concern. [Click here and type outstanding issues]
Where copies of the study can be obtained. [Click here and type where find more information]

Review and Document Available Information (planning and environmental analysis) - Example

<p>Title, Author, Date of the plan or analysis</p> <p>Transportation Element of the City of _____ Comprehensive Plan, City of _____, 8-14-2000 (adoption date)</p>
<p>Purpose of the plan or analysis</p> <p>The Transportation Element is a requirement of the Growth Management Act. In addition, it assists the City in coordinating transportation planning with land use planning and adequately serving existing and future residential and employment growth.</p>
<p>Relevant key decisions to the project or areas of concern</p> <p>The comprehensive plan assumes the following projects will be completed by 2010:</p> <ul style="list-style-type: none"> • HOV lanes completed on I-_____ from I-_____ to _____ Blvd • HOV lanes or intersection queue jump at several intersections with I-_____ <p>Traffic volumes on the freeway system forecasted to increase dramatically by 2010. (Included volumes, comparison to other areas and importance of adequate infrastructure for economic vitality of City)</p> <p>Revised LOS policy to emphasize the movement of people. Based on three premises: 1) Level of Service in _____ is primarily controlled by regional demand that must be solved by regional policies, 2) It's neither economically nor environmentally sound to try to accommodate all desired single occupancy vehicle (SOV) travel and 3) the decision-makers for the region must provide alternatives to SOV travel. The new LOS is based on travel time contours and are based on commute trip reduction measures. This LOS standard is a planning tool as opposed to the traditional engineer design LOS.</p> <p>Non-motorized and TDM measures will serve as credit toward meeting multi-modal goals of _____ and the region.</p>
<p>Elements of the environment considered for decision making</p> <p>The transportation element is a 'chapter' of the entire comprehensive plan. Within the comprehensive plan the following elements of the environment were considered: surface water, rivers and streams, wetlands, flood plains, stormwater, ground water resources, fisheries and wildlife resources, process, atmospheric conditions, steep slopes, landslides and erosion hazards, seismic areas, and coal mine hazard.</p> <p>The following elements of the environment considered that directly relate to transportation include: air quality (CO, ozone, particulates) and water quality.</p>
<p>The tools, methods and data sources used for analysis and decision-making. This should also include an assessment of their quality and limitations.</p> <p>Inventory of the various facilities within the City.</p> <p>Traffic Analysis (1994) included: land use modifications resulting during adoption of the Interim Land Use Element, 1993 Arterial, HOV, and transit plans, 1993 _____ mode split assumptions, and refinement of the Renton transportation model.</p>

Travel Demand – analyzed by compiling the estimated number of daily trips made within _____ and between _____ and 13 other general areas within the region. Traffic patterns were illustrated by selecting key road segments and estimating the proportion of traffic on each that is traveling to/from the areas defined for the travel demand analysis.

Traffic Patterns – assessed by estimating the origins and destinations of daily traffic on the major arterials and freeways entering _____.

Arterial Level of Service – daily traffic volume per travel lane was computed for each arterial segment.

Intersection Level of Service – the p.m. peak hour entering volume per approach lane was computed for each intersection.

A summary of the public process associated with the decisions. This summary would include how the public was engaged in the process and how the public comments were factored into the decision-making.
(example not available at time of publication).

The range of alternatives evaluated and any alternative(s) eliminated and why (this could also include a discussion of the impacts (environmental, social, economic) avoided or minimized as a result of the alternative eliminated).
(example not available at time of publication)

The outcome and decision of the plan or analysis.

The I-_____ corridor is a state facility therefore not subject to the concurrency requirements of the adjacent jurisdiction. However, many of the facilities the City is responsible for are affected by how I-_____ is operating. The _____ plan has a significant focus on the development of additional HOV lanes throughout its community, increased transit and the development of a LOS based on travel time as opposed to traffic volumes. The _____ LOS travel time strategy adds the time it takes various modes (SOV, HOV and transit) to travel 30 minutes from the city center in various directions (including I-_____). Less weight is given to SOV and credit is given to non-motorized transportation and transit.

The plan also acknowledges the importance of the transportation problems in _____ cannot be solely fixed by _____. I-405 is a regional facility with regional impacts and solutions.

What does this mean for WSDOT and its I-405 project? (This might be another good heading. It could provide the connect on any commitments made at the planning process that could impact the WSDOT project.) The City of _____ does not wish to accommodate the regional traffic (pass thru traffic) on its local streets, the City of _____ is committed to an increase in transit and HOV lanes, the City of _____ is not going to develop transportation facilities that accommodate the SOV as a faster alternative to transit or HOV.

Any remaining issues/decisions (environmental, social, economic, design) that were not addressed not fully addressed or are unresolved areas of concern.

The Travel Demand information was generated using 1990 information. The plan acknowledges the age of the information and that the plan will be updated with the 2000 information when it is made available

The exact design of I-405 and any discussion of the future of the roadway specifically were not addressed in this plan. The roadway is a state highway and an important regional highway

Where copies of the plans or analysis can be obtained.

City of _____

Appendix 7 – Calendar/Project Permitting Timeline Template

Example DRAFT Graving Dock Schedule

<u>Agency</u>	12/12	12/13	12/14-15	12/16	12/17	2/8	12/19	12/20	12/21-22	12/23	12/24	12/25	12/26
WSDOT	IDT							Submit revised BA (electronic)			Submit SEPA Addendum, Submit Draft JARPA to Ecology & WDFW, Submit SSD Application		
WDFW	IDT										Receive SEPA Addendum, Receive Draft JARPA		
Ecology	IDT										Receive SEPA Addendum, Receive Draft JARPA		
Pt. Angeles	IDT										Receive SEPA Addendum, Receive Final JARPA & SSD Application		Post public notice for SSD, Begin 21-day comment period
FHWA	IDT												
US Fish	IDT							Receive revised BA (electronic)		Start writing BO T&C			
NOAA Fish	IDT							Receive revised BA (electronic)		Start writing BO T&C			
COE	IDT							Receive revised BA (electronic)					

<u>Agency</u>	12/27	12/28-29	12/30	12/31	1/1	1/2	1/3	1/4	1/4--5	1/6	1/7	1/8	1/9	1/10	1/11-12	1/13
WSDOT													IDT	Apply CZM		Submit NPDES app & notice. Apply for Sec 10 & Sec 404 .
WDFW										Receive BA (hardcopy)		Returned comments on Draft JARPA	IDT			
Ecology										Receive BA (hardcopy)			IDT	Return comments on Draft JARPA		Receive Draft NPDES Applications for Review Receive CZM Application.
Pt. Angeles										Receive BA (hardcopy)			IDT			
FHWA						Receive Draft JARPA				Receive BA (hardcopy)			IDT	Return comments on Draft JARPA		
US Fish						Receive Draft JARPA				Receive BA (hardcopy)			IDT	Return comments on Draft JARPA		
NOAA Fish						Receive Draft JARPA				Receive BA (hardcopy)			IDT	Return comments on Draft JARPA		
COE						Receive Draft JARPA				Receive BA (hardcopy)		Receive Sec 10 & 404 applications. Receive Final JARPA	IDT			

<u>Agency</u>	1/14	1/15	1/16	1/17	1/18-19 & 20	1/21	1/22	1/23	1/24	1/25-26	1/27
WSDOT	Hold Public Meeting			WSDOT responds to SSD comments. Submit Final JARPA			IDT				Publish 1 st NPDES notice
WDFW				Receive Final JARPA Begin 45 day review period			IDT	DRAFT HPA			
Ecology				Receive Final JARPA			IDT	Receive SSD decision			
Pt. Angeles	Attend Public			End 21-day comment period			IDT SSD Hearing	SSD decision to DOE. Begin 21-day 3 rd Party comment			

	Meeting							& Decision	period			
FHWA				Receive NEPA Evaluation				IDT				
US Fish				Receive Final JARPA				IDT				
NOAA Fish				Receive Final JARPA				IDT				
COE								IDT				

<u>Agency</u>	1/ 28	1/ 29	1/ 30	1/ 31	2/ 1-2	2/ 3	2/ 4	2/5	2/ 6	2/ 7	2/ 8-9	2/ 10	2/ 11	2/ 12	2/ 13	2/ 14	2/15-16,17
WSDOT		Publish 2 nd NPDES notice	Begin 30-day NPDES comment period					IDT									
WDFW								IDT Draft HPA					Mitigation Agreed to				
Ecology								IDT									
Pt. Angeles								IDT							SSD Appeal period ends.		
FHWA								IDT					Receive NEPA Eval				
US Fish								IDT									
NOAA Fish								IDT									
COE								IDT							Begin 21 day comment period for Sec 10 & 404		

<u>Agency</u>	2/ 18	2/19	2/ 19	2/ 20	2/ 21	2/ 22-23	2/ 24	2/ 25	2/ 26	2/ 27	2/ 28	3/1 -2	3/ 2	3/ 3	3/ 4	3/ 5	3/ 6	3/ 7	3/8 -9	3/ 10
WSDOT	Receive BO T& C from FHWA	IDT					AD DATE Draft T&C needed by WSDOT				Responds to NPDES comments						IDT			
WDFW		IDT					AD DATE										IDT			
Ecology		IDT					AD DATE										IDT	End NPDES Comment Period		
Pt. Angeles		IDT					AD DATE										IDT			
FHWA	Receives BO T&C – shares with WSDOT	IDT					AD DATE										IDT			
US Fish	Sends DRAFT T& C to FHWA	IDT					AD DATE Draft T&C for contract provided to FHWA										IDT			
NOAA Fish	Sends DRAFT T& C to FHWA	IDT					AD DATE Draft T&C for contract provided to FHWA										IDT			
COEs		IDT					AD DATE				21 day notice published						IDT			

<u>Agency</u>	3/ 11	3/ 12	3/ 13	3/ 14	3/15 -16	3/ 17	3/ 18	3/ 19	3/ 20	3/ 21	3/22-23	3/ 24	3/ 25	3/ 26	3/ 27	3/ 28	3/29-30	3/ 31	4/ 1	4/ 2	4/ 3	4/ 4	4/5-6	4/7
WSDOT													IDT											
WDFW						Final HPA							IDT											

Ecology															IDT														
Pt. Angeles															IDT														
FHWA															IDT														
US Fish															IDT														
NOAA Fish															IDT														Send BO to Portland for legal review
COE															IDT														

End comment
period for agencies

<u>Agency</u>	4/ 8	4/ 9	4/ 10	4/ 11	4/12 -13	4/ 14	4/ 15	4/ 16	4/ 17	4/ 18	4/ 19-20	4/ 21	4/ 22	4/ 23	4/ 24	4/ 26-27	4/ 28	4/ 29	4/ 30	5/ 1	5/ 2
WSDOT						Contract Addendum		IDT						Respond to comments				Send Alternative Analysis on Graving Dock		IDT	
WDFW								IDT												IDT	
Ecology	NPDES for Stormwater							IDT												IDT	
Pt. Angeles								IDT												IDT	
FHWA								IDT												IDT	
US Fish								IDT												IDT	
NOAA Fish								IDT												IDT	
COE								IDT							Receive WSDOT response to comments				Receive Alternative Analysis	IDT	

<u>Agency</u>	5/3 -4	5/ 5	5/ 6	5/ 7	5/ 8	5/9
WSDOT			Receive BO			
WDFW			Receive BO			
Ecology		Issue CZM & 401	Receive BO			
Pt. Angeles			Receive BO			
FHWA			Receive BO send to WSDOT			
US Fish		Issue BO	Receive BO			
NOAA Fish		Issue BO	Receive BO			
COE			Receive BO			Issue Sec 10 & 404 permits

Bid Opening 5/21
 Award 6/4
 Execute Contract 6/30

Appendix 8 – IPT Website Organization and Content

- Project Description, Design and Background (supplement and link back to information on WSDOT's project website)
 - 1) Links to transportation and local planning documents
- Environmental analysis (also supplement and link back to WSDOT's project website)
 - 1) Link to WSDOT's Environmental Review Summary
 - 2) Links to environmental data sources
 - 3) Previous (planning) environmental analysis others?
- IPT Proceedings
 - 1) Charter
 - 2) List of participants (and their roles) with contact information
 - 3) Conflict resolution process
 - 4) Schedule (the schedule/calendar should also be a link on the IPT's home page)
 - 5) Meeting minutes
 - 6) Meeting agendas
 - 7) Action Items
 - 8) Issue sheets/lists
 - 9) Issues and outcomes of specific issue resolutions
- Permitting Information
 - 1) Applicable statutes, regulations and policies
 - 2) Permit applications
 - 3) Comments
 - 4) Revisions and additional information
 - 5) Formal agency correspondence
 - 6) Draft permits
 - 7) Final permits
- A) Public Involvement
 - Official public comment periods and hearings
 - Announcements for public comment, public meetings
 - Links to specific documents to review for comment
 - Opportunity for public to submit comments right on website?

Appendix 9 – Information Technology Tools

Information Technology Tools

For managing the teams and the project:

- ◆ Project Management software such as Microsoft Project (WSDOT current standard is Scitor's Project Scheduler 8)
- ◆ Project web pages on WSDOT site and possible sub-pages for IDTs
- ◆ Document management software (traces reviews and versions)
- ◆ Possible data exchange formats for word processing documents (html, rtf), tabular data (csv, ascii delimited text, xls, dbf), and geospatial data (shp, e00, dxf, tiff, dgn).

For assessing the known environmental conditions of project sites:

- ◆ Databases on previous permitting or environmental assessments
- ◆ Agency GIS applications (internal)
- ◆ Interagency Natural Resource Data Portal web pages (<http://www.swim.wa.gov>)
- ◆ Remote sensing products (imagery and terrain models)
- ◆ Expert systems and other integrated models of ecosystem function
- ◆ Gap analysis
- ◆ Digital Photo Logs (State Route Web - <http://srview.wsdot.wa.gov/>)

For use in analyzing site specific conditions and impacts:

- ◆ GPS to map features and conditions
- ◆ Portable GIS to map and record characteristics and conditions
- ◆ Remote sensing products (images) for orientation
- ◆ Decision support software for scenario analysis ("what if")
- ◆ Computer Aided Drafting project design & site plans
- ◆ 3-D and 4-D simulation and visualization software
- ◆ Ecosystem function models
- ◆ Digital photo logs

For finding available data and coordinate opportunities to fill gaps:

- ◆ Washington Geographic Information Council (<http://wagic.wa.gov>)
- ◆ Washington Framework Management Group (<http://wagic.wa.gov/Framework/Default.htm>)
- ◆ Washington State Geospatial Data Archive (<http://wagda.lib.washington.edu/>)
- ◆ Washington State Geospatial Clearinghouse (<http://metadata.gis.washington.edu/>)
- ◆ Olympic Natural Resources Center (<http://www.onrc.washington.edu/clearinghouse/>)
- ◆ Salmon Watershed Information Technical Advisory Committee and the Natural Resource Data Portal (www.swim.wa.gov)

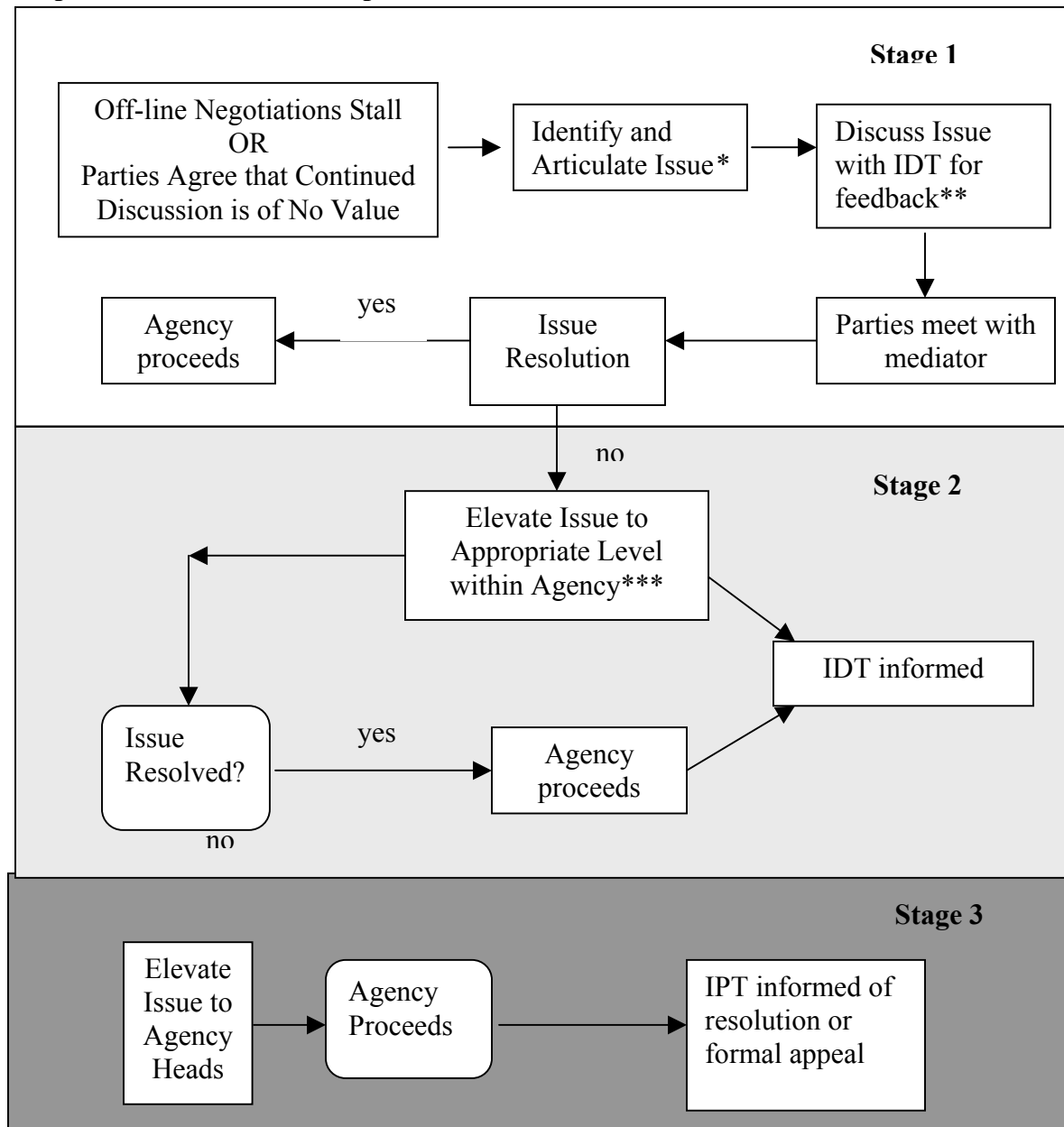
Appendix 10 – 10 Steps for Effective Dispute Resolution

10 Steps To Effective Agency Dispute Resolution

1. A commitment from the agency leadership and staff to resolve issues is needed. Ignoring issues may result in working themselves out later in the process. More often, they keep surfacing and will delay the process at the end. A commitment for as much closure as possible during the process is essential.
2. To resolve disputes, someone has to acknowledge that the parties are stuck. Concurrence points provide an opportunity for agencies to recognize unresolved issues, and to work on solutions.
3. Half the work of resolving an issue is defining it. When parties work to articulate the issue that needs to be resolved, they sometimes find there is no issue - or clear definition points for its resolution and who needs to be involved.
4. Surfacing issues and referring them to a higher authority should be seen as a good thing, not as a failure. Some issues must be elevated to get resolution – to bring policy perspective, command over resources, broad agency perspectives, and fresh ideas. Upper level decision makers should use their role to remove barriers to resolution, and not engage in finger pointing.
5. Successful upward referral of issues requires a clear path. Identify the agency counterparts and who will address the issues when they arise.
6. If an issue is elevated, management can respond most effectively if it is well prepared on the specific issue and the broader context. Additionally, a joint briefing by all the affected agencies, not just the agency's staff, is most useful.
7. Have the right conversations. Discuss the interests of each agency, what they are trying to accomplish, and set mutual outcome goals to resolve disputes and disagreements.
8. Outside facilitation helps. A neutral facilitator can: keep agencies focused on the issue, disciplined in their discussion, and moving forward toward decisions. Ask hard questions, probe beneath the surface of a participant's remarks or position to obtain the real concern without being viewed with suspicion about hidden agendas; and identify when the parties agree or disagree, and clarify what the disagreement is about. Groups that have been at an impasse can make significant progress in a single facilitated meeting.
9. One size does not fit all. Dispute resolution needs to be a menu of choices so that agencies can use the approach that will fit their culture, leadership styles, and organizational structures.
10. Finally, a dispute resolution system only works if people use it; otherwise, it is simply another plan on the shelf.

Appendix 11 –Issue Resolution Process Sample

(2) A sample IPT Issue Resolution process is as follows:



* The facilitator or mediator prepares a concise description of the issue defining the problem and options for resolution, with input from parties in dispute.

** IPT should get written summary of issue before meeting to discuss. Facilitator should clarify that the role of IPT is advisory only.

***The IPT member representing the Agency with permitting authority will determine what the “appropriate level” is for issue resolution.

Three Stages of Issue Resolution

Stage 1 - Informal process resolved at IPT level:

- A. An off-line discussion can move into the issue resolution process by one or both parties. The elevation of an issue into this process could occur for the following reasons:
 - 1. The target schedule has not been met.
 - 2. The issue is not moving.
 - 3. An issue is identified that is beyond the authority of the agency's IPT representative.
- B. The facilitator (or another neutral party) drafts a brief written summary of the issue in dispute with input from the parties involved with the issue. This summary is distributed to the IPT before the next meeting.
- C. The IPT discusses the issue and the possible details of a workable resolution. The IPT could make recommendations on next steps, based on the approved process.
- D. A trained mediator (from within or outside of the participating agencies) could provide assistance if more informal (not elevated within agencies) discussion is warranted.

Stage 2 - Formal process elevated within agencies:

- A. If informal discussions are unsuccessful, each IPT member involved with the dispute will determine what the appropriate internal agency level is for resolving the issue. The issue is then elevated within the agencies for resolution. Interagency issue resolution meetings can be lead by a neutral facilitator or mediator as needed.
- B. Issues that involve federal agencies might follow a formal dispute resolution process pursuant to applicable federal laws (i.e. Endangered Species Act). Also, final state agency actions might not be available for this process due to the statutory appeal process requirements.
- C. The IPT should be informed about any decisions that were made during this stage.

Stage 3 - Formal process elevated to agency directors.

- A. If necessary, an issue can be elevated to the agency directors for issue resolution.
- B. If an issue cannot be resolved at the agency director level, the next option available would be a final agency action followed by a formal appeals process if necessary.
- C. The IPT should be informed of these decisions as well.

Appendix 12 – Meeting Logistics and Communication Samples

A) Agenda Sample/Template (this example is for a project midway through the process)

Project name IPT AGENDA for **date**
Time

Location - Address.

Meeting Objective: *the meeting may have several objectives/desired outcomes. Be sure to identify any IPT final decisions targeted for the meeting.*

- | | | |
|---|-------------------------|---------------|
| 1. Welcome & Introductions | name who | 9:30 – 9:40 |
| 2. Agenda
(Group review and edit) | Facilitator name | 9:40 – 9:50 |
| Minutes
(Group review and finalize) | name who | |
| Project Timeline
(Group review of status, changes, and new issues that would affect timeline) | name who | 9:50 – 10:00 |
| Action Items
(Report back, identify next actions, if needed) | name who | 10:00 – 10:10 |
| <ul style="list-style-type: none"> • Review & report back on xx – name who • Set up off-line meeting to review xx – name who – see agenda item 3 • Set up meeting with people to discuss xx – name who – done date | | |
| 3. Off-line Meeting Results
(Report back, group identify next actions, if needed) | | |
| • XX Meeting | name who | 10:10 – 10:25 |
| • XX Meeting | name who | 10:25 – 10:40 |
| BREAK | | 10:40 – 10:55 |
| 4. Other
(Group discussion, straw vote) | name who | 10:55 – 11:10 |
| 5. Other
(Group discussion, final vote) | name who | 11:10 – 11:25 |
| 6. Outstanding Info/Issue Sheet Review
(Group review and update) | name who | 11:25 – 11:40 |

7. Meeting Evaluation *name who* 12:00 – 12:15
- Next agenda items
 - Action items *(Review assignments)*

B) Minutes Sample/Template

Project IPT

Draft Meeting Minutes

Date

Welcome and Introductions: person's name in charge of this item

Those present: *names.*

Announcements: *(often from project manager)*

Review Agenda: person's name

Identify any changes to the draft agenda.

Review Minutes: person's name

Identify if there were any changes to the minutes, and whether the minutes were adopted

Review Schedule: person's name

Confirm status, identify any changes, updates, issues.

Review Action Items: person's name

List each action item, status, outstanding issues and next steps, if any.

Off-Line Meeting Results:

Name of meeting Meeting: *name of reporter*

Attach off-line meeting summary or summarize report back including: Meeting participants, what, when, reporter, results/outcome, follow-up action items (including who, what, when) (see sample format below for action items).

IPT Group discussion

Other items on agenda:

Include:

Agenda title, person's name, process for item (presentation, update, discussion, decision, etc), any action items/assignments, known or raised issues/concerns (with a short descriptor of the issue), discussion topics (with a short descriptor of the discussion), group decisions.

Sample Action item

Action Item

Who: *(responsible party)*

What : *(assignment description)*

When: *(target completion/due date)*

Meeting Evaluation:

Evaluate meeting:

Review objectives and determine if they were met;

Solicit any suggestions for more productive meetings.

Identify any known next agenda items and review action items.

Review schedule for next meetings and verify date and time of next meeting.

C) Offline Meeting Results Sample/Template

Off-Line Meeting Results

Participants: *name participants and their agencies*

What: *name meeting subject; name if conference call, in person meeting, field trip, etc.;*
name process (review, discussion, presentation, decision)

When: *date*

Prepared by and date distributed: *preparer name, date distributed, tool for distributing (email, handout, put on web)*

Results/Outcome:

What happened, decisions, recommendations, etc.

Follow up Action Items:

Who:

What:

When: *(it is preferable to have a due/target completion date for an action item)*

D) Offline Activity Results Sample/Template

Who: *responsible party*

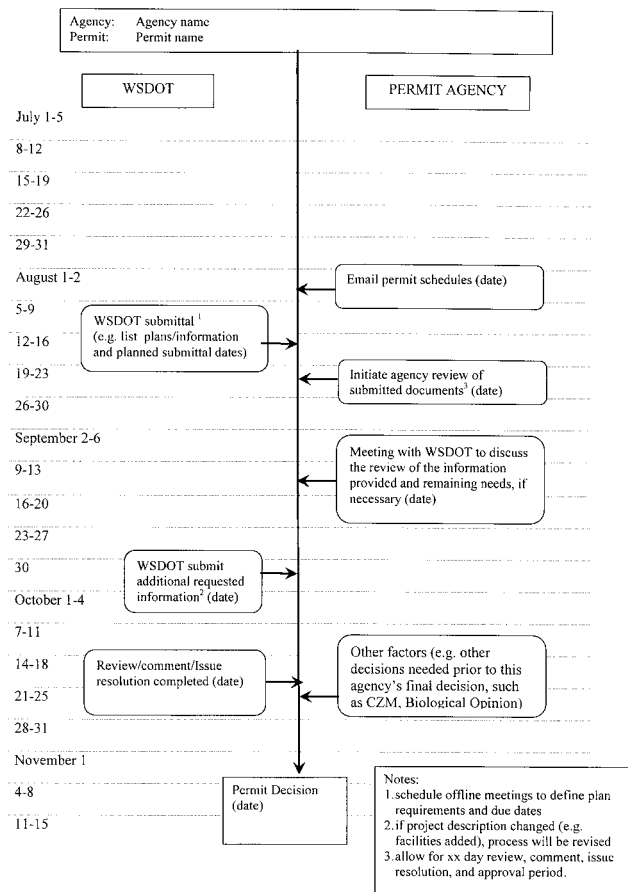
What: *describe assignment (for tracking purposes, if this activity is a follow-up to a previous action item, the text should be the same as or similar as the previous action item description)*

When: *target completion/due date*

Prepared by and date distributed: *preparer name, date distributed, and tool for distributing (email, handout, put on web)*

Results/Outcome: *What you did, decisions, recommendations, etc. Provide answers to questions/information requests.*

E) Individual Agency Permit Timeline Sample/Template



Appendix 13 – IPT/Selected Agency’s Role in Decisions

Note: Consider inputting some or all of these decisions as milestones into timeline.

	IPT/Selected agency’s role				Done? Date/Updates
	Developing and making decisions	Review and approve	FYI – comment optional/no approval	Cooperating	
<u>Example:</u>					
Decision to proceed	WSDOT				
Master timeline	IPT				
Key permits: HPA	DFW		IPT	WSDOT Services Ecology	
IPT PROCESS					
Decision to proceed					
Master timeline					
Charter					
IPT logistics					
IPT participants					
Key issues					
Administrative Record					
PROJECT DESIGN					
Project design					
Project siting					
ENVIRONMENTAL ANALYSIS AND REVIEW					
Content of NEPA and SEPA					
Timing of NEPA and SEPA					
Data sources					
Data format					
PERMIT PROCESS (individual agency or multi agency collaborative)					
Key permits					
Application timing					
Application requirements and content (combined or not)					
Application review (Agency/IPT)					

	IPT/Selected agency's role				Done? Date/Updates
	Developing and making decisions	Review and approve	FYI – comment optional/no approval	Cooperating	
Application revision (applicant)					
Public comment period timing (combined or not)					
Appoint agency issue lead					
Appoint enforcing agency					
Data sources					
Data format					
Onsite vs. watershed level mitigation					
Early action mitigation					
PERMIT CONTENT (Individual or multi-agency collaborator decisions)					
Key issues (common or not)					
Permit conditions (coordinated or not)					
Conflicting conditions					

Appendix 14 -Facilitator Skills and Responsibilities

The Team's facilitator can be a WSDOT employee, but should not be directly associated with the project (e.g. project manager, engineer, or technical staff). The facilitator should also not represent a resource agency as a permitting or technical staff.

Required/desirable facilitator skills:

- ◆ Experienced and trained in meeting facilitation;
- ◆ Has an understanding of interpersonal communications and is able to effectively involve all member of the IDT in the meetings;
- ◆ Exhibits strong planning and organization skills – to structure productive meetings;
- ◆ Exhibits ability to manage meetings and keep meetings on task;
- ◆ Ability to perform role of neutral party;
- ◆ Respects all participants and is respected by them;
- ◆ Is available to communicate with participants between meetings to ensure assignments are completed;
- ◆ Experienced with problem solving, conflict resolution and/or alternative dispute resolution;
- ◆ Has a working knowledge of transportation projects and project delivery; and
- ◆ Has a working knowledge of agency permitting processes.

Facilitator responsibilities:

The IPT should develop a list of facilitator responsibilities. Examples may include:

- ◆ Developing the agenda
- ◆ Planning the meeting (may involve regular group planning sessions)
- ◆ Overseeing preparation of pre-meeting material
- ◆ Overseeing preparation of post meeting material (minutes)
- ◆ Follow up on action items/assignments
- ◆ Facilitator's role in relation to issues not scheduled for handling within IPT meeting

Once the facilitator has begun to develop a relationship of trust with IPT members, they may turn to the facilitator (as a first or last resort) for help on anything related to the project. It will need to be determined whether or not this is appropriate and acceptable. The IPT may request the facilitator provide some off-line meeting duties in sensitive situations as a last resort or as part of the issue resolution process.

Appendix 15 - Outstanding Information/Issues Matrix

<div> <div>Project Name</div> <div>Revised: 3/25/03</div> <div>Information needed by IDT members to complete consultation and permitting</div> </div>							
Information/Document Requested		Requesting Agency	Date available	Meeting Results/Actions Requested	Actions Taken/Remarks	Issue Addressed?	
						Yes	No Additional information needed?
ESD	Existing Site Description		(example)		(example)		
ESD1	Soil Conditions - contaminants	Agency(s) Name	Periodic and on-going				
FD	Facility Design						
FD1	Footprint -- site & staging areas	Agency(s) Name	12/24/02		Information provided in JARPA on 1/17/03 and revised drawings dated 1/29/03	Yes	
FD2	Cubic yards of excavation by material type	Agency(s) Name	12/24/02		Information provided in JARPA on 1/17/03 and revised drawings dated 1/29/03	Yes	
OP	Operations						
OP1	Description of procedures to	Agency(s) name	1/9/03		Sent electronically 1/14/03	Yes	
SM	Shoreline Mitigation						
SM1	Details of proposed mitigation	Agency(s) name			Plans provided on 2/25/03. Minor modification requested by xx will be done.		

Appendix 16 – Permitting Strategy Sample (Placeholder)

Appendix 17 – Pilot Projects Questionnaires

(Part I and Part II complete at a “midpoint” in the process)

PART I - Questionnaire about the IDT Participant

Purpose:

This questionnaire is designed to provide information about how well the One-Stop process was understood by the IDT, and how the process was applied to their project. The questionnaire also provides the opportunity for the IDT to tell us what you would like to see improved, expanded, or changed. The One Stop Subcommittee will collate your answers and suggestions in this questionnaire, and one more at the end of your permitting process, with other responses into a report. We will share the report with you and meet with the IDT and use the group setting to discuss the feedback, clarify concerns and suggestions, and elicit additional thoughts. Your feedback on this project, as well as feedback from other IDTs will be used to make recommendations about the use of the process and about changes to the process.

Thank you for your time. Sharing your perspective, concerns, ideas, and suggestions will be very helpful to us, in the long run, in assessing the value of the One Stop Process. We are asking for your perspective. Please remember, there are no wrong answers. Your name on this questionnaire will be used to verify that we have received completed questionnaires from all IDT members. It will not be used for any other purposes.

Directions: All members of this transportation project Interdisciplinary Team (IDT) have been asked to complete this questionnaire.

In a later section of the questionnaire, there will be questions with ratings. Please circle the number that most clearly expresses how you feel about a particular statement. In the comment part of each question, please note any examples.

Please note for the purpose of these questions:

Effective = having an expected or intended effect

Efficient = acting or producing effectively with a minimum of waste or unnecessary effort

For reference, the adopted Vision of the One Stop Subcommittee of the Transportation Permit Efficiency and Accountability Committee (TPEAC) is:

“One Stop permitting coordinates environmental review and permit decision-making among federal, state, and local agencies while involving stakeholders more efficiently and effectively. The end result is to reduce delays and their negative impacts.”

For reference, Critical Success Factors identified for the TPEAC effort are:

- Permit streamlining results in efficient, timely project completion
- There are clear responsibilities between agencies and consistency with local jurisdictions
- Environmental standards are met and mitigation practices are improved
- Pilot projects are effective for future applications and public credibility is built

Part 1 - About you and your role

1. What is your role as part of the Hood Canal Bridge Project Interdisciplinary Team? (you may check more than one)

Representing the applicant (WSDOT):

- ☐ Provide engineering expertise
- ☐ Provide environmental expertise
- ☐ Provide coordination

Representing an agency or other party with a decision on the project:

- ☐ Provide environmental technical expertise
- ☐ Lead person reviewing/coordinating

Representing other stakeholders with concern:

- ☐ Monitor/participate in the process

Other:

- ☐ Other; describe _____

2. What experience do you have with being on Interdisciplinary Teams?

- ☐ None - First time
- ☐ Some - Have been on 1 to 5 teams previously
- ☐ A lot - I have been on Interdisciplinary Teams regularly for at least five years

3. What level of decision-making are you authorized to make?

- ☐ Make the permit decision (e.g. sign the permit)
- ☐ Represent my agency for SEPA/NEPA (perspective on environmental analysis)
- ☐ As the applicant (WSDOT), I make commitments regarding project design implementation, and incorporation of conditions.
- ☐ Advisory capacity for an agency with a decision making role on this project
If you have advisory capacity, does someone else from your agency/affiliate participate with decision making authority? ☐ Yes ☐ No
- ☐ Other decision making capacity; describe: _____
- ☐ None of the above

4. When did you get involved with this transportation project?

- ☐ Prior to formation of the interdisciplinary team (prior to March 22, 2002)
- ☐ With formation of the interdisciplinary team (March 22, 2002)
- ☐ After formation of the interdisciplinary team; identify month _____

5. How many WSDOT projects have you been involved with in the past 5 years?

- ☐ First one
- ☐ Two to three
- ☐ Four to seven
- ☐ More than seven

Part I - Initial understanding

These questions are intended to tell us about your understanding of the One Stop Process and how well prepared you were/are to use it.

6. Per your current understanding, the One Stop Process adopted by TPEAC includes (check all that apply):

- ☐ Formation of an interdisciplinary team (IDT)
- ☐ IDT includes tribal, state, local, and federal participation
- ☐ One single unified permit application
- ☐ One single unified permit
- ☐ Intent to eliminate duplicative permit conditions
- ☐ Intent to eliminate conflicting permit conditions
- ☐ WSDOT drafts the permit language
- ☐ Combining public involvement processes
- ☐ Agencies cooperate in setting master timelines and schedules
- ☐ Mandatory modification of permit timelines
- ☐ Resource agencies and WSDOT share information and cooperate to the degree possible, on designing the project, and mitigation
- ☐ Agencies assist WSDOT with completing the application(s)
- ☐ TPEAC issue resolution process
- ☐ Informal steps for the applicant to question permit conditions
- ☐ Multiple opportunities to work out permit conditions
- ☐ Applicant negotiates permit conditions with permit agency

7. a. Regarding whether I fully understand the One Stop Process, I feel:

1	2	3	4	5
Very Confident	Confident	Neither confident nor Unsure	Unsure	Very Unsure

- b. If you answered with a 4 or 5, please explain.

Part II - Review of the Experience Questionnaire for Interdisciplinary Team

II - Special Elements

These questions are intended to tell us how well the process and its components worked as well as to give us some idea about the cause of any problems that may have occurred.

1. a. Have these activities occurred on your project? If yes, fill out the boxes answering the questions: 1) Do you believe they are an appropriate tool and IDT activity for achieving permit streamlining and meeting the mission of the One Stop subcommittee, and 2) Has the amount of time you spent on them been appropriate? If no, check the “has not occurred/not applicable” box.

Activity	Has not occurred/not applicable	As a tool this activity is:	My time spent on this activity has been:
		Please rate using a scale of 1-5 with 1 = Very appropriate 5 = Very inappropriate	
a. Developing a charter			
b. Defining the project's impacts			
c. Providing input on permit application data and permit detail			
d. Reviewing comments on the permit application(s)			
e. Providing input on avoidance, minimization, and place of mitigation and permit conditions			
f. Setting a master timeline and schedule			
g. Addressing agency resource needs			
h. Dispute resolution process			

- b. If you answered with a 4 or 5, please explain.

2. a. The level of involvement of appropriate agencies, tribes, and private/public discipline experts on the HCB ID Team is:

1	2	3	4	5
Very	Appropriate	Neither	Inappropriate	Very
Appropriate		Appropriate nor		Inappropriate
		Inappropriate		

- b. If you answered with a 4 or 5, do you think the reason was:

- ☐ The right participants were not identified
- ☐ The right participants were not invited
- ☐ The right participants chose not to attend
- ☐ Other; _____
- ☐ Don't know, don't have an opinion

c. If you don't think the right agencies were involved, who was missing? _____

3. a. IDT participation in setting a master timeline and schedule has affected the process:

1	2	3	4	5
Very Positively	Positively	Neither Positively nor Negatively	Negatively	Very Negatively

b. If you answered with a 4 or 5, please explain.

4. a. Were the permit applications for the project submitted simultaneously?

Yes ☐ No ☐

b. If no, which ones were not and why:

5. a. The submitted applications for the project were:

1	2	3	4	5
Very complete	Mostly Complete	Neither more complete nor more incomplete	Mostly Incomplete	Very incomplete

b. If you answered with a 3, 4 or 5, please explain.

6. a. The overall process for submittal of applications for the project was:

1	2	3	4	5
Very Efficient	Efficient	Neither Efficient nor Inefficient	Inefficient	Not Efficient at all

b. If you answered with a 4 or 5, please explain.

7. a. Public review processes were:

1	2	3	4	5
Always Concurrent		Sometimes Concurrent and Sometimes Nonconcurrent		Never Concurrent

b. If you answered with a 3 or 5, please explain.

8. a. The public involvement process including public information availability during the first steps of the process through public review of the unified permit application has been:

1	2	3	4	5
Very Good	Good	Neither Good nor Poor	Poor	Very Poor

b. If you answered with a 4 or 5, please explain:

9. a. Public hearings were:

1	2	3	4	5
All Unified		Some Unified		None Unified

b. If you answered with a 3 or 5, please explain:

10. a. Identifying environmental and permit issues, has been:

1	2	3	4	5
Very Timely	Timely	Neither Timely nor Untimely	Untimely	Very Untimely

b. If you answered with a 4 or 5, what would be needed (e.g. guidance, improvements, changes) to identify environmental and permit issues earlier than your experience:

11. a. In regard to assisting with decision-making, the sharing of issues, concerns, and solutions between all agencies has been:

1	2	3	4	5
Very Collaborative	More Collaborative than Not	Neutral on the Scale	More Non-Collaborative than Collaborative	Not Collaborative at all

b. If you answered with a 4 or 5, please explain:

12. a. In relation to assisting with decision-making, resolving environmental and permit issues has been:

1	2	3	4	5
Very Timely	Timely	Neither Timely nor Untimely	Untimely	Very Untimely

- b. If you answered with a 4 or 5, please explain:

13. a. Have you used the TPEAC Dispute Resolution Process?

- ☐ Yes
☐ No
☐ No, but I did use an alternate dispute resolution process

- b. If you answered “yes” or “No, but...,” what steps in the process were used and what was the subject of the dispute?

Recommendations and Opinions

14. a. Having access to electronic information and electronic management tools would make the process:

1	2	3	4	5
Very Efficient	Efficient	Neither Efficient nor Inefficient	Inefficient	Very Inefficient

- b. Please number, in order of priority, any items that you believe would be helpful in electronic form (picking some, all or none is appropriate):

- ___ Data layers to support analysis
 ___ JARPA Application
 ___ Reports requested by agencies to pdf
 ___ Unified Permit
 ___ Electronic Support vs. paper copies for IDT communication
 ___ Software (compatibility with all resource agencies)
 ___ Project management tools (schedules, homework assignments)
 ___ Project web site containing project and IDT information and documents
 ___ Other, describe:

15. a. Overall, the steps of the One Stop process, that have been implemented by the project IDT, functioned:

1	2	3	4	5
Very well	Well	Neither Well	Not Well	Not Well at all

nor Not Well

b. If you answered with a 4 or 5, please explain why and which steps have been of greatest concern.

16. a. For achieving the Critical Success Factors¹ for the TPEAC effort and for achieving the end result of reducing permit process delays and their negative effects for this project, the use of staff resources to participate in the process is:

1	2	3	4	5
Very Efficient	Efficient	Neither Efficient nor Inefficient	Not Efficient	Not Efficient at all

b. If you answered with a 4 or 5, please explain.

- 17 a. Given my understanding of the One Stop Process, I think use of this project for testing the process was:

1	2	3	4	5
Very Appropriate	Appropriate	Neither Appropriate nor Inappropriate	Inappropriate	Very Inappropriate

b. If you answered with a 4 or 5, please explain.

18. What two things do you like least about the One Stop Process?

19. What two things do you like most about the One Stop Process?

20. If you could tell the creators of the process one thing, what would it be?

¹ Critical Success Factors have been identified as:

- Permit streamlining results in efficient, timely project completion
- There are clear responsibilities between agencies and consistency with local jurisdictions
- Environmental standards are met and mitigation practices are improved
- Pilot projects are effective for future applications and public credibility is built

Part III - Review of the Experience Questionnaire for Interdisciplinary Team

Hood Canal Bridge Project

IDT Exit Questionnaire

Purpose:

This questionnaire represents the last half of a two-part process designed to provide information about how well the IDT functioned and how the One-Stop permitting process was applied to this project. The questionnaire also provides the opportunity for the IDT to make recommendations on what should be improved, expanded, or changed. The One Stop Subcommittee will collate your answers and suggestions in this questionnaire and the first-round questionnaire. The results will be summarized and incorporated into a report that will be completed in late July.

Consequently, **WE NEED YOUR RESPONSES AS SOON AS POSSIBLE**. We will share the report with you and possibly discuss the feedback in a group setting during the scheduled August HCB IDT meeting. Your feedback on this project, as well as feedback from other IDTs will be used to make recommendations about the permit streamlining process.

Thank you for your time. Sharing your perspective, concerns, ideas, and suggestions will be very helpful to all of us, in the long run, in assessing the value of the One Stop Process. We are asking for your perspective. Please remember, there are no wrong answers. Your name on this questionnaire will be used to verify that we have received completed questionnaires from all IDT members. It will not be used for any other purposes.

Directions: All participants of this transportation project Interdisciplinary Team (IDT) have been asked to complete this questionnaire. Part I has not been included in this version because it only addresses general background questions. Part II contains a similar set of questions as the previous questionnaire so please evaluate the second-half of the IDT/permitting process when answering these questions. Part III contains new questions that are intended to solicit comments on the overall experience. For the questions seeking ratings, please circle or write-in the number that most clearly expresses how you feel about a particular statement. In the comment part of each question, please note any examples.

Please note for the purpose of these questions:

Effective = having an expected or intended effect

Efficient = acting or producing effectively with a minimum of waste or unnecessary effort

For reference, the adopted Vision of the One Stop Subcommittee of the Transportation Permit Efficiency and Accountability Committee (TPEAC) is:

“One Stop permitting coordinates environmental review and permit decision-making among federal, state, and local agencies while involving stakeholders more efficiently and effectively. The end result is to reduce delays and their negative impacts.”

For reference, Critical Success Factors identified for the TPEAC effort are:

- Permit streamlining results in efficient, timely project completion
- There are clear responsibilities between agencies and consistency with local jurisdictions
- Environmental standards are met and mitigation practices are improved
- Pilot projects are effective for future applications and public credibility is built

Part II - Review of the Experience Questionnaire for Interdisciplinary Team

These questions are intended to tell us how well the process and its components worked as well as to give us some idea about the cause of any problems that may have occurred. Please skip any shaded sections. Please refer to the attached One Stop Process and supporting questionnaire information provided above, as needed

IDT ELEMENTS

17. a. Have these activities occurred on your project? If yes, fill out the boxes answering the questions: 1) Do you believe they are an appropriate tool and IDT activity for achieving permit streamlining and meeting the mission of the One Stop subcommittee, and 2) Has the amount of time you spent on them been appropriate? If no, check the “has not occurred/not applicable” box.

Activity	Has not occurred/not applicable	As a tool this activity is:	IDTs time spent on this activity has been:
		Please rate using a scale of 1-5 with 1 = Very appropriate 5 = Very inappropriate	
a. Developing a charter			
b. Defining the project’s impacts			
c. Providing input on permit application data and permit detail			
d. Reviewing comments on the permit application(s)			
e. Providing input on avoidance, minimization, and place of mitigation and permit conditions			
f. Setting a master timeline and schedule			
g. Addressing agency resource needs			
h. Dispute resolution process			
i. Using the charter			
j. Maintaining and updating the timeline and schedule			

b. Please explain your answers and make recommendations for improvement.

IDT PARTICIPATION

18. a. The level of involvement of appropriate agencies, tribes, and private/public discipline experts on the HCB ID Team is:

1	2	3	4	5
Very Appropriate	Appropriate	Neither Appropriate nor Inappropriate	Inappropriate	Very Inappropriate

b. If you answered with a 4 or 5, do you think the reason was:

- ☐ The right participants were not identified
- ☐ The right participants were not invited
- ☐ The right participants chose not to attend
- ☐ Other; _____
- ☐ Don't know, don't have an opinion

c. If you don't think the right agencies were involved, who was missing? _____

d. How would you resolve this? _____

SCHEDULE

19. a. IDT participation in setting a master timeline and schedule has affected the process:

1	2	3	4	5
Very Positively	Positively	Neither Positively nor Negatively	Negatively	Very Negatively

b. Please explain your answer and make recommendations for improvement.

PERMIT PROCESS

20. a. Were the permit applications for the project submitted simultaneously?

Yes ☐ No ☐

b. If no, which ones were not and why:

21. a. The submitted applications for the project were:

1	2	3	4	5
Very complete	Mostly Complete	Neither more complete nor more incomplete	Mostly Incomplete	Very incomplete

b. Please explain your answer and make recommendations for improvement.

22. a. The overall process for submittal of applications for the project was:

1	2	3	4	5
Very Efficient	Efficient	Neither Efficient nor Inefficient	Inefficient	Not Efficient at all

b. Please explain your answer and make recommendations for improvement.

PUBLIC INVOLVEMENT

23. a. Public review processes were:

1	2	3	4	5
Always Concurrent		Sometimes Concurrent and Sometimes Nonconcurrent		Never Concurrent

b. Please explain your answer and make recommendations for improvement.

24. a. The public involvement process including public information availability during the first steps of the process through public review of the unified permit application has been:

1	2	3	4	5
Very Good	Good	Neither Good nor Poor	Poor	Very Poor

b. Please explain your answer and make recommendations for improvement.

25. a Public hearings were:

1	2	3	4	5
All Unified		Some Unified		None Unified

b. Please explain your answer and make recommendations for improvement.

PERMITTING ISSUES

26. a Identifying environmental and permit issues, has been:

1	2	3	4	5
Very Timely	Timely	Neither Timely nor Untimely	Untimely	Very Untimely

b. What would be needed (e.g. guidance, improvements, changes) to identify environmental and permit issues in a more timely fashion:

27. a. In relation to assisting with decision-making, the sharing of issues, concerns, and solutions between all agencies has been:

1	2	3	4	5
Very Collaborative	More Collaborative than Not	Neutral on the Scale	More Non- Collaborative than Collaborative	Not Collaborative at all

b. Please explain your answer and make recommendations for improvement.

ISSUE RESOLUTION

12. a. In relation to assisting with decision-making, identifying and resolving problematic environmental and permit issues has been:

1	2	3	4	5
Very Timely	Timely	Neither Timely nor Untimely	Untimely	Very Untimely

b. Please explain your answer and make recommendations for improvement.

13. a. Have you used the TPEAC Dispute Resolution Process?

- ☐ Yes
☐ No
☐ No, but I did use an alternate dispute resolution process

If you answered “yes” or “No, but...,” please answer the following four questions:

b. What steps in the process were used and what was the subject of the dispute?

c. The timing for the dispute resolution process worked

1	2	3	4	5
Very Well	Well	Neither Well nor Poorly	Poorly	Very Poorly

d. Please explain your answer and make recommendations for improvement.

e. The issue in dispute was identified by the parties:

1	2	3	4	5
Very Clearly	Clearly	Neither Clearly nor Unclearly	Clearly	Very Unclearly

f. Please explain your answer and make recommendations for improvement.

g. The process for resolving the issue was:

1	2	3	4	5
Very Appropriate	Appropriate	Neither Appropriate nor Inappropriate	Inappropriate	Very Inappropriate

h. Please explain your answer and make recommendations for improvement.

Recommendations and Opinions

14. a. Having access to electronic information and electronic management tools would make the process:

1	2	3	4	5
Very Efficient	Efficient	Neither Efficient nor Inefficient	Inefficient	Very Inefficient

b. Please number, in order of priority, any items that you believe would be helpful in electronic form (picking some, all or none as appropriate):

- ☐ Data layers to support analysis
- ☐ JARPA Application
- ☐ Reports requested by agencies (as pdf or Word)
- ☐ Unified Permit
- ☐ Electronic Support vs. paper copies for IDT communication
- ☐ Software (compatibility with all resource agencies)
- ☐ Project management tools (schedules, homework assignments)
- ☐ Project web site containing project and IDT information and documents
- ☐ Other, describe:

15. a. Overall, the steps of the One Stop process, that have been implemented by the project IDT, functioned:

1	2	3	4	5
Very well	Well	Neither Well nor Not Well	Not Well	Not Well at all

b. Please explain any steps that have been of greatest concern and make recommendations for improvement.

16. a. For achieving the Critical Success Factors² for the TPEAC effort and for achieving the end result of reducing permit process delays and their negative effects for this project, the use of staff resources to participate in the process is:

1	2	3	4	5
Very Efficient	Efficient	Neither Efficient nor Inefficient	Not Efficient	Not Efficient at all

b. Please explain your answer and make recommendations for improvement.

17 a. Given my understanding of the One Stop Process, I think use of this project for testing the process was:

1	2	3	4	5
Very Appropriate	Appropriate	Neither Appropriate nor	Inappropriate	Very Inappropriate

² Critical Success Factors have been identified as:

- Permit streamlining results in efficient, timely project completion
- There are clear responsibilities between agencies and consistency with local jurisdictions
- Environmental standards are met and mitigation practices are improved
- Pilot projects are effective for future applications and public credibility is built

		Inappropriate		
--	--	---------------	--	--

b. Please explain your answer and make recommendations for improvement.

18. What two things do you like least about the One Stop Process?

19. What two things do you like most about the One Stop Process?

20. If you could tell the creators of the process one thing, what would it be?

These questions have been added to collect more information on your final perspective now that you have finished the process. In order to keep the numbering of part II the same, these questions have been added in a separate section. They will be added to your final answers in Part II to complete the final interview.

IDT ELEMENTS

1. a. The process (scheduling, reporting, etc.) used for offline meetings was:

1	2	3	4	5
Very Effective	Effective	Neither Effective nor Ineffective	Ineffective	Very Ineffective

- b. Please explain your answer and make recommendations for improvement.

2. a. For satisfactorily identifying and resolving issues between all concerned parties, offline meetings were

1	2	3	4	5
Very Useful	Useful	Neither Useful nor Not Useful	Not Useful	Not Useful At All

- b. Please explain your answer and make recommendations for improvement.

PARTICIPATION

3. The role of IDT members should include:

- ☐ communicating their agency's perspective to the IDT
- ☐ keeping their agency appropriately informed about the project
- ☐ coordinating permit issues with their agency's permit decision-makers and staff with expertise
- ☐ act as their agency's point of contact on IDT issues
- ☐ providing agency policy and decision making role
- ☐ other: _____

4. a. My role on the IDT, communicating my agency's perspective and keeping my agency appropriately informed and engaged was:

1	2	3	4	5
Very Effective	Effective	Neither Effective nor Ineffective	Ineffective	Very Ineffective

- b. Please explain, particularly regarding whether you think you were the right person to be on the IDT.

5. a. Other agency participants on the IDT met the needs of the process:

1	2	3	4	5
Very well	Well	Neither Well nor Not Well	Not Well	Not Well at all

- b. Please explain your answer and make recommendations for improvement.

SCHEDULE

6. a. When changes to the (design, schedule, permit issues) occurred, it was handled

1	2	3	4	5
Very Effectively	Effectively	Neither Effectively nor Ineffectively	Ineffectively	Very Ineffectively

- b. Please explain your answer and make recommendations for improvement.

7. a. Was the schedule a useful tool for the enhancement/improvement of your agency's participation in this project?

1	2	3	4	5
Very Useful	Useful	Neither Useful nor Not Useful	Not Useful	Not Useful At All

- b. Please explain your answer and make recommendations for improvement.

8. a. Did the schedule contain an appropriate level of detail related to interim milestones and other important points of information exchange?

1	2	3	4	5
Very Appropriate	Appropriate	Neither Appropriate nor Inappropriate	Inappropriate	Very Inappropriate

- b. Please explain your answer and make recommendations for improvement.

9. What format for the schedule worked best for your agency? (i.e. word document e-mail, color copy handed out at the meetings, etc.)

10. What suggestions do you have to improve the scheduling process (i.e. more frequent updates, different software, more guidance etc.)

PERMIT PROCESS

11. a. Looking back, permit applications and supporting information were submitted in a fashion that allowed for

1	2	3	4	5
Very Timely Review	Timely Review	Neither Timely nor Untimely Review	Untimely Review	Very Untimely Review

- b. Please explain your answer and make recommendations for improvement.

12. a. When submitted, the applications were:

1	2	3	4	5
Very Complete	Complete	Neither Complete nor Incomplete	Incomplete	Very Incomplete

- b. Please explain your answer and make recommendations for improvement.

Answer 13 OR 14, as appropriate:

13. a. As a representative of WSDOT, it is my impression that the issues and information needs of the permitting agencies for submission of a complete application were

1	2	3	4	5
Very Clearly Communicated	Clearly Communicated	Neither Clearly nor Unclearly Communicated	Unclearly Communicated	Very Unclearly Communicated

- b. Please explain your answer and make recommendations for improvement.

14. a. As a representative of a permitting agency, it is my impression that issues and information needs of the permitting agencies for submission of a complete application were

1	2	3	4	5
Very Clearly Communicated	Clearly Communicated	Neither Clearly nor Unclearly Communicated	Unclearly Communicated	Very Unclearly Communicated

- b. Please explain your answer and make recommendations for improvement.

PROJECT OUTCOMES

15. a. In the end, project improvements, permit conditions and associated mitigation were:

1	2	3	4	5
Very Appropriate	Appropriate	Neither Appropriate nor Inappropriate	Inappropriate	Very Inappropriate

- b. Please explain your answer and make recommendations for improvement.

16. In the end, the application of the IDT/permit streamlining process resulted in the following permitting/project delivery efficiencies:

17. In the end, the application of the IDT/permit streamlining process resulted in an overall environmental outcome that was:

18. In the end, the lack of additional permit streamlining/efficiencies resulted in:

Overall Recommendations and Opinions

19. Based on my experience with the One Stop Process and IDT, I think the following aspects should be included in the process:

- ☐ Formation of an interdisciplinary team (IDT)
- ☐ IDT includes tribal, state, local, and federal participation
- ☐ One single unified permit application
- ☐ One single unified permit
- ☐ Intent to eliminate duplicative permit conditions
- ☐ Intent to eliminate conflicting permit conditions
- ☐ WSDOT drafts the permit language
- ☐ Combining public involvement processes
- ☐ Agencies cooperate in setting master timelines and schedules
- ☐ Mandatory modification of permit timelines
- ☐ Resource agencies and WSDOT share information and cooperate to the degree possible, on designing the project, and mitigation
- ☐ Agencies assist WSDOT with completing the application(s)

- ☐ TPEAC issue resolution process
- ☐ Informal steps for the applicant to question permit conditions
- ☐ Multiple opportunities to work out permit conditions
- ☐ WSDOT negotiates permit conditions with permit agency
- ☐ Agencies share draft permits/terms and conditions with WSDOT
- ☐ Mitigation options are identified and evaluated on a watershed basis

20. What was improved since the last time you completed this questionnaire?

21. What needs more improvement?

22. How did your or your organization actively contribute to permit streamlining for this project?

23. Were there any unanticipated outcomes (good or bad) from using this process?

Appendix 18 – Draft Project Data Collection Template

For Tracking Performance Measures

a) Project Summary

Project Summary (date)

prepared by _____

(Project IP Team fills out)

IP Team	Charter Date	Schedule Approved	Schedule Revised and why Constantly changing	EA/EIS/ NEPA Date	JARPA or UP Binder Date/which JARPA ?	Approved Permit Package Complete Date Not completed on a date, but multiple dates.	AD Date
<i>SR24</i>							
<i>Hood Canal Br.</i>	<i>4/25/02</i>	<i>6-11-02</i>		<i>3/02</i>	<i>7/26/02</i>		<i>2/24/03</i>
<i>I-405</i>							
Other							

b) Permit Process Summary

Permit Process Summary (date)

Prepared by _____

(Project IP Team completes)

Project _____

Pilot Project Permits	Date of Applications Submitted	Programmatic General Nationwide Yes/No	Public Notices	Date issued	Permit Beyond Delivery date (Y) (N)/days beyond date	Reason if delay
HPA	<i>8/9/02</i>			<i>12/30/02</i>		
NPDES (S402)	<i>8/8/02</i>			<i>9/23/02</i>		

Sec. 401						
Water Quality Rules						
CZM Rules	7/3/02					
Shoreline Multi Jurisdictions						
Sec. 404/Sec. 10/LOP	12/23/02					
Coast Guard S. 9	11/29/00	6/1/01				
BA/BO	BA 9/12/02					
Other						

c) Project Delays Tracking Sheet

(Project IP team completes)

Project _____

Project Delays Tracking Sheet

Type delay	Reason	Date delay began	Date delay resolved	AD Date met (Yes/No)
Permit				
Dispute Resolution				
Project location changes				
Design changes				
Funding changes				
Other				

d) Project Efficiencies/Streamlining

(Pilot/One Stop Committee completes)

Project _____ (Estimated Days Saved) (# of days project delayed)

Project Efficiencies/Streamlining Tracking Sheet

Up front avoidance and minimization	Early Action Compensatory Mitigation	Early identification secondary/ Indirect impacts	Coordinated permit conditions	Coordinated Public hearings	Streamlined Permit Reviews

e) Project Accountability

(Pilot project/One-stop subcommittee completes)

Project _____

Project Accountability

Violation free (Yes/No)	If No, number and reason(s)	Mitigation Monitoring	Mitigation Success (Yes, No, Undecided)	Environmental Benefits in general terms

f) Cost Savings

(WSDOT completes)

Project _____

Cost Savings

Estimated savings from early environmental input/additional expenditures	Estimated savings for Permits on or prior to ad date	Estimated savings from Advanced or watershed mitigation	Other savings	Loses

g) Redesign Matrix

(Completed by Project PMT)

Project _____

Redesign Matrix

Redesign/Stage*	Reason	Delay beyond AD date (days)	Cost of redesign	Savings from redesign	Benefits From Redesign

Note stage could be: Between end of selection of preferred alternative and permitting and between end of permitting and design and after design.